

Acen (Jacobson: 15 July). 1966

P.C. to be Chairman of Pac Committee in Province;
Sector Commander to be Deputy Chairman; P.C.
to be only administrator, not mil. commander

Sector cmdr to support militarily the pac. plan
of P.C. If "committee" doesn't agree on plan, refer to Div;
if P.C. and Div Cmdr don't agree, refer to Corps.

P.C. can employ:

- a) Hamlets + village officials
- b) Police (?) P.F.F.
- c) P.F., if they exist
- d) R.O. Cadre

Once plan agreed, sector commander in full charge
of ops, troops.

Class

Org:

Assign most bns to sector Cmdr. — "P.C.
must be in charge of pac; and he must know
that he will have certain number of troops to
do his job" [?]

"Div" retains several bns, as reserve, to
deploy to meet shifting VC threat. "Div" becomes,
in effect, ^{has} regional/territorial responsibilities
(instead of claiming to be "mobile." Hq should be
mobile tactical Hq. Ideally, there would be dispersed
logistics, like Amound Cmdr.; "self-contained"
bns & regts. But — false — difficult now to destroy
Div Hq., even though it is designed for a mobile div,
that moves as unit. So, leave it — provide jobs
for generals —)

Div Cmdr. assumes control of all units in prov
when he moves in, with mobile Hq. and reserve
(ideally, at P.C.'s request).

Bring people closer to gov, by making P.C. report
directly to Chief of State: not Div or Corps.

[2d best: have him report to Corps, not Div.]

Goal: Keep div cdrs from attempting to achieve
cheap, big, military success — for honors + promotion —
by moving bns away from prov (or prov tasks)
to flashy S-and-D ops; he ignores "bad areas."
(Don't want high prob. of small contact; but: a)
ops with assurance of no contact, for record; b) big, cheap military
Must restrain Div Cdr. from moving bns,
by allowing him only a few bns for S-and-D
FWTF do main S-and-D role.

Sector Cdr, because he must pacify, is inclined to
use troops where/how it will help him pacify. Div cdr
won't, even if you give him role.

Diem + Kim Hoc

[¹¹ "Stability of gov" is new, post-Diem, problem:]

"If a conventional regimental level is not needed...
if units are used properly, i.e. in 1-2 bn ops;
And without reg (former reg Cdr. as deputy
to Sector Cdr), bn will not easily be able to
oppose to Div: Div Cdr must look to
sector Cdr, who will control latter.

Sector is basic unit of pac; this unity of
command gives assurance of support of pac.

(What if one says, "must use all troops
in S-and-D first?") "That destroys me."

"But should say, "We need to do both at once;
problem is to get more support for pac."

PF/RF

"I believe there is no more place for PF."

Make them RD Cadre or PSDF.

RF integrate into PFF or into "provincial" ARVN.

PFF: in villages relatively secure, in a district, security maintained by Police (in village) backed up, for larger threats, by PFF. Thus, NP + PFF perform role of PF.

In other villages, "contested," Cadre provide security and police functions, backed up by "provincial ARVN"

"Why no place for PF?"

"They do more harm than good. Little good, because can hardly secure themselves, let alone ~~the~~ hamlets." ("They do extend "gov-controlled" area more than any others.")

Harm: because to earn enough money to live, they send suggestion of village committeemen (who also needs to more money) they ^{enforce} ~~accompany~~ to rent

collector to collect rents from these peasants for
landlords. Moreover, the reason, "Since we take the
risk, ~~we~~ we'll collect 25 p's instead of 20 p's"

So, PF's represent gov to people (all the time,
while RF's & ARVN who move in & out and whose
sins are forgotten); yet as such, they represent
corrupt village committeeman and landlord.

"This is why the people cannot be pacified."

Landlord may live in Saigon; province town, dist: or
village. "Landlord's representative" ^{in village} may be village
committeeman. "Police chief" — PF Platoon leader
a leader of all village platoons — agrees to collect
100 ^{rent} gien, keeps 20; but he collects 105. PF troops
get little, if any; but he lets them steal chickens, food.
("ARVN goes through, takes with both hands, steals fast;
PF steals slow, one or two chickens. But when ARVN leaves,
people are relieved; they know it won't be back for
(over)

Three terms for hamlet: ^{hamlet} Ap Tan Sinh

Village So la Communal market; ^{discovery, office}

"Village" in all parts of SVN had smaller units: indicia — where is "drink" — ^{local} ancestral temple? (Cadre should first rebuild drink when destroyed, with USAID support: all religions support).

All parts of SVN have sense of village.

Village councils: function: supervise budgets.

Village admin. committees: issue ID cards, birth certificates, etc; taxes, administer, adjudicate; "land reform."

Villages authorized to tax (not hamlet): for GVN, province, village. (Villages collect extra "taxes" illegally).

Councils: rich, landowners, elders (in some areas; in some, "nobodies", presided by dist. chiefs)

Village givers: USAID; PF protection

(Section:)

In same area, council can elect chief.

Village should have elected council - 6, 7 members
depending on size. P.C., in ^{war zone, i.e. insecure area,} ~~in insecure area,~~ should have
power to appoint village chief. But after 3 months,
village council can recommend chief be replaced.

If P.C. disagrees, form "court" of Chairman of
prov. council, P.C. or deputy, Chief justice; the
"Hear" case. If the best village council, chief
must go. If the best P.C., the ~~best~~ village
council must stand for reelection.

Same for Prov. Chief. After appointment by
PM, after 3 months, Prov. Council can recommend
dismissal; if PM agrees, yes. If not, committee of
PM, Chairman of Assembly (if any), Chief justice; etc.

Need for Dist Chief to "look down", not up;
shouldn't be discharged by PC (as Chan did!)

3 classes of P.C.

(Now, several classes of P.C. : in Kim Hoo, 20,000 p's;
+ 25,000 ^{black budget} allowances; + ~20,000 for guests, etc.)

— also from village committee before RO Cadre, or at same time.

— 5 enemies at VT: US etc.; ^{contractors;} VNese logistics; dsh
instructors; political parties;

— lack of US understanding, support at VT.

— Undesirably at Thuy: unjust; elections are refused to leave
any graciously.

— BE as dictator, not democrat; wants to make people
conform to picture in his head (BE: 12-mth cycle).

— Section: ~~some~~ village leader gets all USAID, PF protection

— "Accommodation" — "only 30%" of isolated outposts: others,
PF have no power: "cannot" leave outpost for fear:
while VC willing to avoid by 500 yds.

("Agreement" implies bargaining power.)

— Where ~~the~~ PF go unneeded, so as not be shot: VC kill
to allow them, as sign of their power, impotence of PF
(like forcing PF to wear yellow stars).

— Security prerequisite for RO Cadre: shouldn't have to worry
mainly about security: employ in A area first. Few
leaders seem wary.

— No results till 1 Jan 67: by then, results in two

of 3d Class trained by new instructors, PC/DC oriented, ~~with~~ ^{without} ~~understanding~~, selection;

no results in hand to show till 1 July 1967."

[They: remove "handt sewing" from "progress reports?"]

5000 students making in October.

— Cadre students confirm C's belief that PSDF possible.

— Be as Com of Trainers (not instructors).

— R & D Section.

— C's ^{sign of} success in K & result of prov/dist
[religious alliance?]
admin, guidance; not cadre (except CB).

Shows progress possible without cadre: "but slower, harder; could have done much better with cadre"

(working with → appointed — village councils.) But cadre

no substitute for admin. Cadre are instruments of effective admin, effective in friendly environments.

— Councils "elected" — but not really, [since ... ?]

Com

— Chan "find" 3 dist chips: without authorization, normally, ~~25~~ Corps can fire dist; PM must fire PC.

— Since war started, man with gun has prestige.

(Not "council member").

— Harbit "too small" for self-gov; though can
release some leadership. [?]